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IHSA-82-045

MEMORANDUM FOR: Harry E. Fitzwater
                        Deputy Director for Administration

FROM: 25X1
                        Information Handling Systems Architect

SUBJECT: IHS Support Capabilities Planning for Phase IV
                        of the Agency Long-Range Planning

REFERENCE: Memorandum from DDA to Office Directors and Staffs
                        dated 17 September 1982, Subject: Agency Long-Range
                        Planning, Phase IV Support Capabilities

1.   Review of the Phase III planning papers accompanying the reference memorandum convinces us that the recently submitted draft Strategic Plan for IHSs is directly responsive to the support needs of the Phase III targets. This should not be surprising since the Goal Development phase of the IHS Strategic Planning effort was contemporaneous with the Agency Long-Range Planning effort, and involved a number of the same people.

2.   The correlation of target program support needs has to be done on a general basis, we believe, since the Agency Long-Range Planning has not progressed to the stage of developing how the goals are to be achieved, and when. Until this is done, a program-by-program definition of support needs would seem to be highly speculative.

3.   Two areas which were identified in the IHS Strategic Plan as requiring significant additional work before their Strategic Plans could be developed were Training and the incorporation of all-source unclassified data into the general ADP environment. The Phase III papers clearly identify the importance of proceeding to make the necessary investment to develop the long-range plans in the two areas.

4.   Attached are the requested Synopsis of the Strategic Plan for IHSs and the Issues Relevant to Strategic Planning for IHSs in the Agency.

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5. As indicated by phone, [   ] will be our point of contact for the DDA Support Planning effort. We will be happy to assist in any way you see helpful.

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Attachments: a/s

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SYNOPSIS OF THE STRATEGIC PLAN FOR IHSs

The IHS Strategic Plan focuses on improving productivity through increased automation of information handling for the period 1985-1989. Increased automation is manifested primarily in extending electronic information tools to the office environment; the plan envisions every professional worker having an electronic work environment at hand, with the supporting communications and computing infrastructure The principle efforts required to achieve this increased level of automation include:

o Develop an Integrated and Coherent Architecture - an Agency-wide architecture is required to assure the IHSs operate within an integrated network.

o Automation of the Office Environment - approximately [   ] terminals are to be in operation by the end of the decade.   25X1

o Develop a Communications Network, Internetting the Agency's Major Processing and User Service Functions - Overseas, Intelligence Community, and Headquarters facilities are to be internetted.

o Enhance Processing Capabilities and User Utility through Increased Capacity of Central Systems, Distribution of Processing and Applications of Special Purpose Machinery - the office automation program is to be supported with a substantial increase in computing capabilities.

o Provide a New Family of Interoperating Administrative Systems - a family of new systems is to be developed filling automation voids and providing increased interoperability.

o Improve Security of IHSs - a security program commensurate with the larger, more highly integrated environment of the future is to be implemented.

o Improve Information and Information Resource Management - Agency-wide standards, procedures, and facilities for handling information and information resources are to be developed.

The cost of implementing this long-range plan is presented in the following table.

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ISSUES RELEVANT TO STRATEGIC PLANNING AGENCY IHSs

There are all sorts of technical problems of broad concern to the Agency presented within the Strategic Plan, such as networking architecture, bus versus twisted pair, and processing systems architecture. It is believed that it is inappropriate to address these as issues; however, their resolution depends principally on engineering, not management. The principal issues that the Strategic Plan for IHSs poses are believed to be the following:

1. ORGANIZATION

Management: We do not have in-place an organizational structure capable of meeting our objectives of Agency-wide coordination, integration, and standardization of IHSs. We have gone about as far as we can go with the spirit of voluntarism. How do we organize our ecumenical activities to take the next step toward our objectives? Those involved with both the use and provisions of IHSs are watching closely. If effective management is not implemented, the perceived value of further strategic planning will be seriously undermined.

Engineering: Defined in the plan are a number of ecumenical technical problems. Also estimated are the minimal additional personnel resources required to deal with them. Dealing with those problems requires a team of dedicated professionals, not coordination or part-time personnel. How are we going to organize to execute these technical efforts? How are we going to coordinate these efforts?

Programmatic: The budgets of committed projects and programs have been presented in the Strategic Plan as submitted. Viewing the Plan as a whole, it is apparent that many of the big name programs and projects are richly budgeted, while the smaller efforts required to pull it all together have quite lean budgets. How are we going to deal with the question of balance in the overall program, while not abridging the ability of major organizations to meet their operational commitments?

Security: As a general observation relevant to the IHS arena, we seem to impose security barriers to an unnecessary degree between the programs of different organization and to an inadequate degree within organizations. If not dealt with realistically, the invocation of security restrictions can fractionate the Agency's IHSs. How do we deal with these security issues on a realistic, ecumenical basis?

2. PERSONNEL

Staffing: We need more highly skilled ADP and Communication professionals to execute the Strategic Plan. Even if there are no limits to the number of such personnel we could hire, however, it is highly doubtful that enough could be found to execute the plan

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using our current organizational processes. How should we proceed to meet the expanding engineering needs of the Agency?

Training: The problem of technological obsolescence is tough in the IHSs world and getting tougher. Continued reliance on classroom training will not meet the needs of the Agency; operating organizations cannot afford any substantial increase in the release of professionals to attend classroom training. CAI offers the opportunity to provide continuous training in small, daily increments to staff numbers. How do we meld this with classroom training and the individual's normal workday?

Career Enhancement: Providing a career with fresh challenges and new perspectives every few years is essential to maintaining and developing a strong staff of IHS professionals. Considerable efforts are already being made by individual organizational units in this regard, but greater "ventilation" is still needed. Can we provide increased interorganzational assignments? (This issue has been addressed a number of times within the past decade but without significant improvements. We have since seen more examples of career damage as a consequence of stagnation, however, so maybe there would be willingness to revisit the issue on a general basis.)

3. BUDGET

Correlation of the Plan with the Budget: The Strategic Plan addresses what the Agency has responsibility for in the area of IHSs. This exceeds what is identified in the Agency budget because some of these funds come from other areas, and because a good deal of what is identified is currently embedded in component budgets. How should the Agency IHS budget presentation be modified for FY 85 to reflect the Plan and how should future plans be modified to correlate better with budgeting requirements? How should the FY 85 budget call be structured relevant to IHSs to reflect the overall Agency IHS program?

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